AUDITED FINANCIAL STATEMENTS

AUGUSTA-ROSS DISTRICT LIBRARY

December 31, 2005

AUDITING PROCEDURES REPORT

				- mandawy.	Local Govern	ment Name		Coun	iy
_ocal Gov ☐ City	ernment Ty Town	-	☐ Village	X Other		-Ross District Li	brary		lamazoo
udit Date			Opinion		<u>. </u>	Date Accountant Report Su			
12 - 31			March	n 9, 200	06	March 20, 2006			
repared Reportin	d in according Formation of Tre	dance	e with the Financial S	Statement	s of the Gov	nit of government and representation of governmental Accounting as and Local Units of	Standards Bo	oard (GAS	B) and the <i>Uniform</i>
Wet	nave com	olied v	with the Bu	ılletin for tl	he Audits of I	Local Units of Governm	ent in Michiga	an as revis	ed.
						ctice in Michigan.			MAR 2 1 200
Ve furth he repo	er affirm	the fo nents	llowing. "Ye and recom	es" respor nmendatio	nses have be ns	en disclosed in the fina	ncial stateme	nts, includ	ing the notes for in CAL AUDIT & FINANC
ou mus	t check th	ne app	olicable box	k for each	item below.				
yes	X no	1. C	ertain com	iponent ur	nits/funds/age	encies of the local unit a	are excluded f	rom the fir	nancial statements.
yes	X no		here are amings (P.			n one or more of this	unit's unres	erved fun	d balances/retained
yes	X no		here are i 968, as an		of non-comp	liance with the Uniform	n Accounting	and Budg	eting Act (P.A. 2 o
yes 💢 no 4. The local unit has violated the conditions of either an order issued under the Municipal Finance Act or its requirements, or an order issued under the Emergency Municipal Loan Act.									
yes	X no	5. The local unit holds deposits/investments which do not comply with statutory requirements. (P.A. 20 of 1943, as amended [MCL 129.91], or P.A. 55 of 1982, as amended [MCL 38.1132]).							
ges	yes X no 6. The local unit has been delinquent in distributing tax revenues that were collected for another taxing unit.								
yes	X no	e ti	arned pens	sion benel ding c <mark>red</mark> i	its (normal c	nstitutional requiremen osts) in the current yea than the normal cost i	r. If the plan is	s more tha	an 100% funded and
yes	X no		he local ui 995 (MCL		edit cards ar	nd has not adopted an	applicable poi	licy as req	uired by P.A. 266 c
yes	X no	9. T	he local ur	nit has not	adopted an	investment policy as re	quired by P.A	. 196 of 19	997 (MCL 129.95).
We have enclosed the following:				Enclosed	To Be Not Forwarded Required				
The lette	er of com	nents	and recom	nmendatio	ns.		Х		
Reports on individual federal financial assistance programs (program audits).						Х			
Single A	udit Repo	orts (A	SLGU).						X
Certified	Public Ac	counta	ınt (Firm Na		in D. Mee	eusen C.P.A., PLL	C		
Street A	ddress					City		State	ZIP 49417
		m 1 /	P D	on Blvd.		Grand H	. 1	MI	

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INDEPENDENT AUDITOR'S REPORT

Augusta-Ross District Library Augusta, Michigan

I have audited the accompanying financial statements of the government activities and the discretely presented component unit of the Augusta-Ross District Library, as of and for the year ended December 31, 2005, as listed in the table of contents. These financial statements are the responsibility of the Augusta-Ross District Library's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements listed in the table of contents present fairly in all material respects, the financial position of the governmental activities and the discretely presented component unit of the Augusta-Ross District Library at December 31, 2005, and the results of the operations of such activities for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

The Management's Discussion and Analysis (identified in the table of contents) is not a required part of the basic financial statements but is supplemental information required by the Governmental Accounting Standards Board. I have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplemental information. However, I did not audit the information and express no opinion on it.

My report of comments and recommendations has been submitted under date of March 9, 2006.

Meeusen C.P.A. PLLC

March 9, 2006

Using this Management's Discussion and Analysis

This annual report consists of the Library's financial statements. The Statement of Net Assets and the Statement of Activities provide information about the activities of the Library and present a longer-term view of the Library's finances. Fund financial statements (i.e. the Statement of Governmental Fund Revenue, Expenditures and changes in Fund Balance and the Governmental Fund Balance Sheet) tell how these services were financed in the short-term, as well as what remains for future spending.

The Library as a Whole

The Library's total net assets decreased less than 1% from a year ago - decreasing from \$325,161 to \$322,335. In a condensed format, the table below shows a comparison of the net assets as of the current date to the prior year:

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	Governmental			
	Activities			
	2005	2004		
Current Assets	\$265,854	\$261,560		
Noncurrent Assets	162,605	<u>165,348</u>		
Total Assets	428,459	426,908		
Current Liabilities	106,124	101,747		
Long-Term Debt Outstanding		-		
Total Liabilities	106,124	101,747		
Net Assets				
Invested in Capital Assets-Net of Debt	162,605	165,348		
Unrestricted	159,730	159,813		
Total Net Assets	\$ <u>322,335</u>	\$ <u>325,161</u>		

Unrestricted net assets, which represent net assets that can be used to finance day to day operations, decreased by \$83 for the year. This represents a decrease of less than 1%. The current level of unrestricted net assets for our governmental activities stands at \$159,730 or about 114% of operating expenditures.

The following table shows the changes of the net assets as of the current date to the prior year:

	Governm Activi	
	2005	2004
Revenues:		
Property taxes	\$ 101,656	\$ 98,160
State grants	6,489	4,429
Fines and forfeits	19,106	19,826
Contributions	5,310	5,143
Investment return	5,244	4,222
Other revenue	<u>16</u>	103
TOTAL REVENUES	137,821	131,883
Expenditures:		
Salaries and wages	78,260	73,495
Payroll taxes	5,987	7,683
Supplies	5,584	5,310
Board expenses	7,881	5,905
Repairs and maintenance	7,213	9,043
Insurance	2,357	3,392
Telephone	3,708	3,220
Utilities	4,754	4,534
Depreciation	23,341	21,756
Miscellaneous	1,562	4,667
TOTAL EXPENDITURES	140,647	139,005
EXCESS OF REVENUES OVER		
(UNDER) EXPENDITURES	\$ <u>(2,826)</u>	\$(7,122)

The Library's net assets continue to remain healthy. The library has enough cash on hand at the end of the year to fund normal operating expenses in similar circumstances for over twelve months.

Governmental Activities

The Library's total revenues in the General Fund were \$137,821, an increase from the prior year of 5%. Property tax revenue from the district library millage, which contributes 74% of the total revenue, increased by 3.6% over the last year.

General Fund expenditures increased this year due to increases in several areas, including wages, supplies and telephone. This is attributable mostly to significant wage increases in lieu of fringe benefits, an upgrade in internet access and availability, and rising costs of energy bills and general upkeep. Rising costs of library materials for operation and circulation have also contributed to increases in the supplies budget line.

The Library's Funds

An analysis of the Library's General Fund follows the notes to the financial statements. The fund financial statements provide detail information about the most significant funds, not the Library as a whole. The Library Board creates funds to help manage money for specific purposes, as well as to show accountability for certain activities. The Library's major fund for 2005 is the General Fund.

The General Fund pays the Library's general operating expenditures. The most significant are salaries and wages of approximately \$78,260 for the fiscal year.

General Fund Budgetary Highlights

Over the course of the year, the Library Board amended the budget to take into account events during the year. The significant changes were to increase repairs and maintenance by \$4,860 for the purchase and replacement of 12 thermal vinyl double-hung windows.

Library expenditures overall stayed below budget, resulting in total expenditures of \$9,811 below budget. The General Fund's fund balance decreased from \$159,813 a year ago to \$159,730 at December 31, 2005.

Budget adjustments were made to address costs and expenditures for the year. Repairs and maintenance on the 39 year old building and grounds were the most significant, which included installing 12 thermal paned windows, sealing and patching flat roof area, and various minor repairs.

Capital Asset and Debt Administration

At December 31, 2005 the Library had \$413,030 invested in a broad range of capital assets, buildings, books and other collections, and furniture and equipment.

Economic Factors and Next Year's Budgets and Rates

The Library's budget for the next fiscal year projects penal fines revenue, to remain approximately the same as the current year. State aid, including penal fines, is a budgetary concern at this time. The State of Michigan has experienced significant budgeting problems and as they look for solutions, state aid may decrease. Salaries, which remain as the largest expenditure, will continue to increase slightly.

Contacting the Library's Management

This financial report is intended to provide our citizens, taxpayers, patrons and other interested parties with a general overview of the Library's finances and to show the Library's accountability for the money it receives. If you have questions about this report or need additional information, we welcome you to contact us at (269) 731-4000

Augusta-Ross District Library Governmental Funds Balance Sheet/Statement of Net Assets December 31, 2005

		General Fund Iodified Accrual Basis	A	djustments		atement of Net Assets		omponent <u>Unit</u> xpendable Trust
Assets	Ф	150 010	Φ.		•	150.010	•	
Cash	\$	158,010	\$	-	\$	158,010	\$	-
Investments		-		-		-		162,984
Receivables:		105 400				105 400		
Taxes		105,490		-		105,490		-
Interest		2,354		-		2,354		-
Property, plant				162 605		160 605		
and equipment (net)	-	-		162,605		162,605		
Total assets	\$_	265,854	\$_	162,605	\$	428,459		162,984
Liabilities								
Accounts payable	\$	634	\$	-	\$	634	\$	-
Deferred revenue	_	105,490		-		105,490		-
Total Liabilities	\$	106,124	\$	-	\$	106,124	\$	-
Fund Balances Fund Balances				(42.22)				
Designated for building	ng	43,000		(43,000)		-		-
Undesignated		116,730		(116,730)		-		<u> </u>
Total fund equities	-	159,730	(159,730)		-	·	•
Total liabilities and fund balance	\$_	<u> 265,854</u>						
Net Assets Invested in Capital As Net of Related Del	sset			162,605	1	162,605		
Unrestricted				159,730	1	59,730	1	62,984
Total Net Assets			\$	322,335	\$ 3	322,335	\$ 1	<u>62,984</u>

The accompanying notes are an integral part of this statement.

Augusta-Ross District Library Statement of Governmental Fund Revenue, Expenditures, and Changes in Fund Balance/Statement of Activities Year ended December 31, 2005

	General Fund Modified Accrual Basis	Adjustments	Statement of Activities	Component <u>Unit</u> Expendable Trust
Revenues:	e 101 <i>050</i>	ф	* 101 cmc	
1 2	\$ 101,656	\$ -	\$ 101,656	\$ -
State grants	6,489	-	6,489	-
Fines and forfeits	19,106	-	19,106	•
Contributions	5,310	-	5,310	-
Investment return	5,244	-	5,244	1,575
Other revenue	16		16	
TOTAL REVENUES	137,821	-	137,821	1,575
Expenditures:				
Salaries and wages	78,260	•	78,260	-
Payroll taxes	5,987	-	5,987	-
Books and related materials	20,598	(20,598)	- ,	_
Supplies	5,584	•	5,584	_
Board expense	7,881	-	7,881	_
Repairs and maintenance	7,213	-	7,213	7,500
Insurance	2,357	_	2,357	,,500
Telephone	3,708	-	3,708	_
Utilities	4,754	_	4,754	_
Capital outlay	•	-	1,754	_
Depreciation	-	23,341	23,341	_
Miscellaneous	1,562		1,562	-
TOTAL EXPENDITURES	137,904	2,743	140,647	7,500
EXCESS OF REVENUES (OVFR			
(UNDER) EXPENDITURE	· · —	(2,743)	(2,826)	(5,925)
Fund balances - January 1	159,813	165,348	325,161	168,909
Fund balances - December 31	\$ 159,730	162,605	322,335	162,984

The accompanying notes are an integral part of this statement.

NOTES TO FINANCIAL STATEMENTS

December 31, 2005

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Augusta-Ross District Library conform to accounting principles generally accepted in the United States of America (GAAP) as applicable to governmental units. The following is a summary of the significant accounting policies used by the Augusta-Ross District Library:

1. Reporting Entity

The Augusta-Ross Township District Library (District Library) was established by joint resolution of the Township of Ross and the Village of Augusta. In accordance with generally accepted accounting principles, there is a component unit to be included in these financial statements.

Discretely-presented component unit - The component unit columns in the financial statements include the financial data of the Ella Dole McKay Memorial Fund, an expendable trust. The trust agreement names the Library as the sole beneficiary of the trust. The Library is entitled to interest and dividends on a current basis and may request all or a portion of the remaining assets for capital expenditures. This entity is presented in a separate column to emphasize that it is legally separate from the Library.

2. Government-wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net assets and the statement of changes in net assets) report information on all of the nonfiduciary activities of the Augusta-Ross District Library.

The Statement of Activities demonstrates the degree to which the direct expenses of providing library services are offset by the revenues designated to fund those services. All of the revenues of the Library are intended to pay for those direct expenses.

3. Measurement Focus, Basis of Accounting, and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2005

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES-CONTINUED

3. Measurement Focus, Basis of Accounting, and Financial Statement Presentation-Continued

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is both measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Library considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures and claims and judgments are recorded only when payment is due.

Property taxes, state-shared revenue, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenue of the current fiscal period. All other revenue items are considered to be available only when cash is received by the government.

The funds are presented in these financial statements as follows:

General Fund - This fund is used to account for all financial transactions not accounted for in another fund, including the general operating expenditures of the Library.

4. Capital Assets

Capital assets, which include property, plant and equipment are reported in the Statement of Net Assets column in the government-wide financial statements. Capital assets are defined by the government as assets with an initial individual cost of \$2,000 or more and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

Property, plant and equipment is depreciated using the straight-line method over the following useful lives:

Buildings	55 years
Building improvements	15 - 30 years
Land improvements	15 years
Collections	10 years
Equipment	15 years
Furniture and Fixtures	10 - 15 years
Computer Equipment	5 years

CALVIN D. MEEUSEN, C.P.A., PLLC CERTIFIED PUBLIC ACCOUNTANT

NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2005

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

5. Budgets and Budgetary Accounting

The Library follows the procedures in establishing the budgetary data reflected in the financial statements in accordance with Uniform Budgeting and Accounting Act (Act No. 621, Public Acts of 1978) as prescribed by the State of Michigan.

The budget is adopted on a basis consistent with generally accepted accounting principles. The operating budget includes proposed expenditures and the means of financing them. Budgeted amounts are as originally adopted, or as amended by the Library Board as of December 31, 2005.

Appropriations for the general fund lapse at the end of the fiscal year.

6. Encumbrances

Encumbrance accounting under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation, is not employed by the Library.

7. Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Actual results could differ from those estimates.

8. Risk Management

The Augusta-Ross District Library is exposed to various risks of loss related to property loss, torts, errors and omissions, and employee injuries. The Library has purchased commercial insurance for claims relating to general liability, excess liability, physical damage (equipment, buildings and contents) and worker compensation. Settled claims for the commercial insurance have not exceeded the amount of insurance coverage in any of the past three years.

10. Contributions

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor.

NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2005

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - CONTINUED

11. Cash Equivalents

The Library considers all short-term investments with an original maturity of three months or less to be cash equivalents.

NOTE B - CASH AND INVESTMENTS

The Library's cash at December 31, 2005 was reported in the basic financial statements in the following categories:

	Governmental Activities	Total Primary Government	Component Unit	
Cash	\$ <u>158,010</u>	\$ 158,010	\$ -	

At December 31, 2005 the carrying amount of the Library's deposits was \$158,010. The bank balance of the Library's deposits was \$158,430. The bank balance was covered by federal depository insurance.

Investments at December 31, 2005, consist of the following, with separate identification of investments representing 5% or more of total assets:

Component unit
\$3,242
25,557
18,640
86,770
28,775
159,742
\$ 162.984

Stock is held in name of the Ella Dole McKay Memorial Fund. The trust document does not place limitations on the type or extent of investment holding.

NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2005

NOTE C - CAPITAL ASSETS

Capital asset activity of the Library for the year ended December 31, 2005 was as follows:

	Balance			Balance
	January 1	Addi-	Dele-	December 31
	2005	tions	tions	2005
Governmental Activities				
Capital Assets				
Building	\$ 106,091	\$ -	\$ -	\$ 106,091
Building improvements	27,223	-	-	27,223
Land improvements	8,151	-	-	8,151
Collections	168,738	20,598	15,126	174,210
Equipment	2,230	-	-	2,230
Furniture and Fixtures	66,496	-	-	66,496
Computer Equipment	28,629		-	28,629
Subtotal	407,558	20,598	15,126	413,030
Less Accumulated Depreciation for				
Building	62,056	1,929	-	63,985
Building improvements	7,330	1,691	-	9,021
Land improvements	1,358	544	-	1,902
Collections	80,501	17,148	15,126	82,523
Equipment	892	149	•	1,041
Furniture and Fixtures	63,810	1,355	-	65,165
Computer Equipment	26,263	<u>525</u>	-	26,788
Subtotal	242,210	23,341	15,126	250,425
Governmental Activities Capital Total				
Capital Assets - Net of Depreciation	\$ <u>165,348</u>	\$ <u>(2,743)</u>	\$ <u>-</u>	\$ <u>162,605</u>

NOTE D - EXCESS OF EXPENDITURES OVER APPROPRIATIONS IN BUDGETARY FUNDS

In the body of the financial statements, the Library's actual and budgeted expenditures have been adopted on a functional basis.

This is the same basis for which the budget has been legally adopted.

NOTES TO FINANCIAL STATEMENTS - CONTINUED

December 31, 2005

NOTE D - EXCESS OF EXPENDITURES OVER APPROPRIATIONS IN BUDGETARY FUNDS-CONTINUED

During the year ended December 31, 2005, the Library incurred expenditures in certain budgetary funds which were in excess of the amounts appropriated, as follows:

	Total <u>Appropriations</u>	Total Expenditures	Budget Variance
General Fund Miscellaneous	\$ 1,255	\$ 1,562	\$ 307

REQUIRED SUPPLEMENTAL INFORMATION

Augusta-Ross District Library Budgetary Comparison Schedule-General Fund Year Ended December 31, 2005

	Original Budget	Amended Budget	Actual	Variance With Amended Budget
Beginning of Year Fund Balance	159,813	159,813	159,813	Amended budget
Resources (Inflows)	152,015	157,015	132,013	-
Property taxes	90,000	97,730	101,656	3,926
State grants	3,200	6,489	6,489	5,920
Fines and forfeits	25,000	20,377	19,106	(1,271)
Contributions	3,000	3,500	5,310	1,810
Interest	2,000	4,900	5,244	344
Other revenue	100	540	16	(524)
Outer revenue	100	340	10	(324)
Amounts Available for Appropriation	283,113	293,349	297,634	4,285
Charges to Appropriations (Outflows)				
Salaries and wages	82,000	82,000	78,260	3,740
Payroll taxes	6,000	6,000	5,987	13
Books and related materials	20,000	20,600	20,598	2
Supplies	4,100	5,700	5,584	116
Board expense	5,000	8,200	7,881	319
Repairs and maintenance	5,500	10,360	7,213	3,147
Insurance	1,800	2,400	2,357	43
Telephone	3,400	3,900	3,708	192
Utilities	5,000	4,800	4,754	46
Capital outlay	2,500	2,500	-	2,500
Miscellaneous	4,110	1,255	1,562	(307)
Total Charges to Appropriations	139,410	147,715	137,904	9,811
Budgetary Fund Balance-December 31	143,703	145,634	159,730	14,096

The accompanying notes are an integral part of this statement.

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March 9, 2006

RECEIVED
DEPT. OF TREASURY

Members of the Library Board Augusta-Ross District Library Augusta, Michigan

MAR 2 1 2006

LOCAL AUDIT & FINANCE DIV.

In connection with my examination of the statement of net assets of the Augusta-Ross District Library as of December 31, 2005 and the related statement of activities for the year then ended, I have reviewed the accounting policies and procedures employed by the Library and the internal controls in effect. As a result of this review, I wish to make certain comments and recommendations.

I have examined the financial statements of the Augusta-Ross District Library for the year ended December 31, 2005, and have issued my report thereon dated March 9, 2006. As part of my examination, I made a study and evaluation of the system of internal accounting control of the Augusta-Ross District Library to the extent I considered necessary to evaluate the system as required by generally accepted auditing standards and the standards for financial and compliance audits contained in the U.S. General Accounting Office "Standards for Audit of Governmental Organizations, Programs, Activities and Functions". The purpose of my study and evaluation was to determine the nature, timing and extent of the auditing procedures necessary for expressing an opinion on the entity's financial statements. My study and evaluation was more limited than would be necessary to express an opinion on the system of internal accounting control taken as a whole or on any of the categories of controls identified above.

The management of the Augusta-Ross District Library is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a system are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted accounting procedures.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

My study and evaluation made for the limited purpose described in the first paragraph would not necessarily disclose all material weaknesses in the system. Accordingly, I do not express an opinion on the system of internal accounting control of the Library taken as a whole. However, I noted certain matters that I consider to be reportable conditions under standards established by the American Institute of Certified Public Accountants. Reportable conditions involve matters coming to my attention relating to significant deficiencies in the design or operation of the internal control structure that, in my judgment, could adversely affect the organization's

ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements.

The size of the Library's accounting and administrative staff precludes certain internal controls that would be preferred if the office staff were large enough to provide optimum segregation of duties. This situation dictates that the Library Board continue to take an active role in the financial affairs of the Library to provide oversight and independent review functions.

Library management should cross-train personnel to ensure that the computerized or manual accounting records would be properly maintained in the event of illness, vacation, or other extended absence.

This report is intended solely for the use of management and the State of Michigan, Michigan Department of Treasury, and should not be used for any other purpose.

In conclusion, I wish to state that I have had excellent cooperation from all personnel involved in the recordkeeping area and look forward to more of the same from them in the future. These comments and recommendations are intended to be only of a constructive nature as I am sure they will continue to improve your accounting system. I would be available at any time in order to discuss these comments and recommendations.

Meeusan C.P.A. PLLC.

Respectfully submitted,

Calvin D. Meeusen, C.P.A.